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- October 2015 -

EMBASSY OF THE UNITED STATES - MADRID RESEARCH UNIT - PUBLIC DIPLOMACY SECTION

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DOCUALERT is a monthly information service highlighting documents from government agencies and think tanks and articles from leading U.S. journals. The materials cover international relations, U.S. foreign and domestic policies and trends.

INTERNATIONAL RELATIONS AND U.S. FOREIGN POLICY

REPORTS

[Remarks by President Obama to the United Nations General Assembly](#)

Office of the Press Secretary, the White House. September 28, 2015.

“It is this international order that has underwritten unparalleled advances in human liberty and prosperity. It is this collective endeavor that’s brought about diplomatic cooperation between the world’s major powers, and buttressed a global economy that has lifted more than a billion people from poverty.”

[Fact Sheet : U.S. Global Development Policy and Agenda 2030](#)

Office of the Press Secretary, The White House. September 27, 2015.

“Under the Obama Administration, the United States has committed and helped mobilize more than \$100 billion in new funding from other donors and the private sector to fight poverty in the areas of health, food security, and energy.”

[Why Counterterrorism Needs Countering Violent Extremism \(CVE\): How Human Rights and Good Governance Help Prevent Terrorism](#)

Remarks by Sarah Sewall, Under Secretary for Civilian Security, Democracy, and Human Rights, at Columbia Law School. September 22, 2015.

“The threat of ISIL globally highlights that while military action, border security, intelligence collection, and police work are critical parts of a comprehensive counterterrorism approach, they alone are insufficient.”

[Fact Sheet: Leaders’ Summit to Counter ISIL and Violent Extremism](#)

Office of the Press Secretary, The White House. September 29, 2015.

“The United States established and is leading a Coalition of more than 60 partners committed to degrading and ultimately destroying ISIL. While military power rolled back some of the

group's territorial gains and improved local partner forces' capabilities, Coalition efforts to begin countering ISIL's messaging, disrupting its finances and countering the FTF threat continue to be equally important."

[Returning foreign fighters: Criminalization or reintegration?](#)

Charles Lister. Brookings Doha Center. August 2015 [PDF format, 17 pages]

"Drawing on case studies from countries such as France, Denmark, and the United Kingdom, this Policy Briefing points to the necessity of counter-terrorism measures, yet cautions against allowing these policies to translate into blanket criminalization of individuals or communities."

Charles Lister is a visiting fellow at the Brookings Doha Center.

[Rethinking Political Islam](#)

Shadi Hamid; William McCants, project managers. The Brookings Institution. August 2015.

"First project of its kind to systematically assess the evolution of mainstream Islamist groups across 12 country cases. Engages scholars of political Islam through in-depth research and dialogue to consider how the Arab uprisings and their aftermath have shaped—and in some cases altered—the strategies, agendas, and self-conception of Islamist movements." *Shadi Hamid is a senior fellow in the Project on U.S. Relations with the Islamic World in the Center for Middle East Policy. William McCants is a fellow in the Center for Middle East Policy and director of the Project on U.S. Relations with the Islamic World*

[The U.S. Role and Strategy in the Middle East: The Humanitarian Crisis](#)

Testimony by Nancy Lindborg, President of the United States Institute of Peace before the U.S. Senate Committee on Foreign Relations. September 29, 2015 [PDF format, 7 pages]

"As the world focuses on the wave of refugees and migrants arriving in Europe, we must redouble our efforts in the frontline states. We must ensure critical assistance is reaching refugees and displaced people in the region, with an emphasis on building resilience for populations that may not go home anytime soon and helping those who can return."

[Jordan's Refugee Crisis](#)

Alexandra Francis. Carnegie Endowment for International Peace. September 21, 2015.

"The Syrian refugee crisis has exacerbated endemic political, economic, and resource challenges in Jordan. As the conflict in Syria enters a protracted state and public discontent and other tensions rise, Jordan has limited its humanitarian response." *Alexandra Francis was a junior fellow in the Carnegie Endowment for International Peace's Nuclear Policy Program in 2012–2013. She received a Fulbright research grant to study Syrian refugee impacts in Jordan from 2013 to 2014.*

[The Politics of 2 Percent: NATO and the Security Vacuum in Europe](#)

Jan Techau. Carnegie Endowment for International Peace. September 2, 2015 [PDF format, 30 pages]

“The members of the North Atlantic Treaty Organization (NATO) pledged in 2014 to increase their defense spending to 2 percent of their gross domestic products by 2024. It is unrealistic to assume that this goal will ever be reached by all 28 allies, and yet the 2 percent metric persists and it has assumed a significance beyond its face value.” *Jan Techau is the director of Carnegie Europe. Techau works on European Union integration and foreign policy.*

NATO’S NEW STRATEGY: STABILITY GENERATION

Franklin D. Kramer, et. al. The Atlantic Council. September 2015 [PDF format, 21 pages]

“This report proposes that NATO adopt a new strategy called “stability generation,” built on the concept of ensuring stability in the NATO region and reducing the threat of significant conflicts in and around NATO’s adjacent areas in the East and South.” *Franklin D. Kramer is a Distinguished Fellow and Board Member at the Atlantic Council and a former Assistant Secretary of Defense.*

Reviving the OSCE: European Security and the Ukraine Crisis

Stefan Lehne. Carnegie Endowment for International Peace. September 22, 2015.

“After years at the margins of international diplomacy, the Organization for Security and Cooperation in Europe (OSCE) has suddenly regained political relevance because of the Ukraine crisis that began in 2014. The organization turned out to be the most appropriate framework to manage the crisis and prevent further escalation.” *Stefan Lehne is a visiting scholar at Carnegie Europe in Brussels.*

Lessons from Russia and the Future of Sanctions.

Peter Harrell. Center for a New American Security. September 16, 2015 [PDF format, 15 pages]

“This policy brief reviews the development of U.S. and European Union (EU) sanctions on Russia during 2014 and early 2015 and examines the challenges that led policymakers to develop new sanctions tools.” *Peter E. Harrell is an Adjunct Senior Fellow at the Center for a New American Security and a Principal at Prospect Global Strategies, LLC.*

Dark Networks in the Atlantic Basin: Emerging Trends and Implications for Human Security

Daniel S Hamilton, editor. Center for Transatlantic Relations. September 2015.

“As part of its Atlantic Basin Initiative the Center for Transatlantic Relations asked experts from the four Atlantic continents to explain and explore how growing pan-Atlantic connections are raising common security challenges and to recommend ways to address those challenges.” *Daniel S. Hamilton is the Austrian Marshall Plan Foundation Professor and Director of the Center for Transatlantic Relations at the Paul H. Nitze School of Advanced International Studies (SAIS), Johns Hopkins University*

Risk Nexus: Overcome by Cyber Risks? Economic Benefits and Costs of Alternate Cyber Futures

The Atlantic Council. September 10, 2015 [PDF format, 40 pages]

“In 2030, will the Internet and related information and communications technologies (ICTs) continue to drive global innovation and prosperity? Or will that bright promise be swamped by an unstable and insecure Internet, so overwhelmed by non-stop attacks that it has become an increasing drag on economic growth?”

The Changing Landscape of U.S.-China Relations: What Next?

Statement by Christopher K. Johnson, Senior Advisor and Freeman Chair in China Studies Center for Strategic and International Studies (CSIS) before the Senate Foreign Relations Subcommittee on East Asia, the Pacific, and International Cybersecurity Policy [PDF format, 6 pages]

“Given the significant complexity of U.S.-China ties and the many cooperative dimensions of the interactions between the two countries, overall, the relationship is stable and being managed well. In the “unofficial” view, the strategic competition between the United States and China is the dominant theme and, left unchecked, that competition is driving Washington and Beijing toward a “tipping point” in the race for global hegemony.”

Perceptions and Misperceptions in American and Chinese Views of the Other

Alistair Iain Johnston and Mingming Shen, editors. September 22, 2015 [PDF format, 90 pages]

“The underlying beliefs that people in the United States and China hold toward each other in the security realm are likely to influence, directly or indirectly, each side’s foreign policy with regard to the bilateral relationship.” *Alastair Iain Johnston is the Laine Professor of China in World Affairs at Harvard University. Mingming Shen is a professor in the School of Government and the director of the Research Center for Contemporary China at Peking University.*

ARTICLES

What Should be the Purpose of American Power?

Burns, William J. *The National Interest*. August 24, 2015.

“All the standard indicators of national power project that the United States will remain the most significant global player for at least several decades. During this window, the United States has a genuine strategic opportunity to shape a twenty-first-century international order that reflects new realities and dynamics.” *William J. Burns is president of the Carnegie Endowment for International Peace. He previously served as U.S. deputy secretary of state.*

Reports of Our Global Disorder Have Been Greatly Exaggerated

Dobbins, James. *Foreign Policy*. July 22, 2015.

“Many observers feel that the pace of technological change is quickening, that the international order is disintegrating, that power is shifting from national governments to individuals and non-state actors, and that America’s capacity to lead is waning. Oftentimes, however, these portents of disaster and decline are overstated.” *James Dobbins is a senior fellow and Distinguished Chair in Diplomacy and Security at the RAND Corporation.*

American Geostrategy in a Disordered World

Noonan, Michael P. *Orbis*. Fall 2015, pp. 600-612.

“A quarter century after the end of the Cold War the United States faces an international geopolitical landscape that many would have not imagined a generation ago. Today the U.S. faces a disordered world where revisionist powers such as China and Russia wish to change the dynamics of the international system and a revolutionary Islamic State has aspirations to overthrow the entirety of the system itself.” *Michael P. Noonan, Ph.D., is the director of research, and the director of the Program on National Security at the Foreign Policy Research Institute.*

Peace in the Middle East: America’s New Post-Iran Deal Challenge

Dassa Kaye, Dalya; Martini, Jeffrey. *The National Interest*. July 21, 2015.

“The nuclear deal with Iran is in the national-security interest of the United States, but it is also in the interests of its partners in the region. Indeed, it may save Israel from its consideration of a potentially disastrous alternative—a preventive strike on Iranian nuclear facilities.” *Dalia Dassa Kaye is the director of the Center for Middle East Public Policy and a senior political scientist at the RAND Corporation. Jeffrey Martini is a Middle East analyst at the RAND Corporation.*

Can Trade Keep Iran in Line?

Choksy, Jamsheed K.; Choksy, Carol E. B. *YaleGlobal*. September 17, 2015.

“Iran has large oil and natural gas reserves, and after years of debilitating sanctions imposed for the country’s nuclear weapons program, the population of more than 75 million is eager to join the global marketplace... The authors question if trade will encourage Iran to abide by terms of the agreement and, if not, whether governments could rally support to re-impose sanctions.” *Jamsheed K. Choksy is Distinguished Professor, professor of Iranian Studies, and chairman of the Department of Central Eurasian Studies at Indiana University. Carol E. B. Choksy is lecturer in Strategic Intelligence at Indiana University.*

The Euro: Irreversible or Conditional?

Jones, Erik. *Survival*. October/November 2015, pp. 29-46.

“Much of the rhetoric about a Greek exit from the euro has sounded absolutist – particularly from those who claim that Greece should never even consider returning to the drachma. Yet the dueling assertions about whether the commitment to the euro is ‘irreversible’ or

‘conditional’ are not merely a theological conversation among monetary economists.” *Erik Jones is a Professor of European Studies and International Political Economy at the Johns Hopkins School of Advanced International Studies and a Senior Research Fellow at Nuffield College, Oxford.*

The Geopolitics of Europe: Europe’s Illusions and Delusions

Grygiel, Jakub. *Orbis*. Fall 2015, pp. 505-517.

“This article contends that “Europe” is a term that describes a geographic reality that aspires to be a political one. Specifically, it highlights the illusions of unity and the delusions of international harmony that permeate Europe’s politics today. It concludes by suggesting that the threat that Russia is presenting most immediately in Ukraine but more broadly to Europe as a whole is extremely serious and will alter in some form, hopefully positive, the European continent.” *Jakub Grygiel is the George H.W. Bush Associate Professor of International Relations at Johns Hopkins University and a Senior Fellow at the Foreign Policy Research Institute.*

Toward a “Reaganov” Russia: Russian Security Policy after Putin

Gaddy, Clifford; O’Hanlon, Michael. *The Washington Quarterly*. Summer 2015, pp. 205–221.

“Russia’s military annexation of Crimea in early 2014, and the ensuing crisis in its relations with neighboring countries and the Western world, brought to the fore an age-old question that had faded from the central attention of policymakers: what are Russia’s long-term foreign policy ambitions and military grand strategy?” Clifford Gaddy and Michael O’Hanlon are both senior fellows at the Brookings Institution.

Ukraine Crisis: Leaning Forward

Brown, Bernard E. *American Foreign Policy Interest*. Summer 2015, pp. 132-139.

“Is the Ukraine crisis a new version of the classic tension between “political idealism” and “political realism”? By returning to the principles of realpolitik espoused by Professor Hans J. Morgenthau, this piece explores the pitfalls and challenges confronting the United States and its allies in Ukraine.” *Bernard E. Brown is Professor Emeritus of Political Science at the CUNY Graduate School.*

Obama and Asia: Confronting the China Challenge

Christensen, Thomas J. *Foreign Affairs*. September/October 2015, pp. 28-36.

“China’s rise poses two broad challenges for US foreign policy: how to deter the People’s Republic from destabilizing East Asia and how to encourage it to contribute to multilateral global governance.” *Thomas J. Christensen is William P. Boswell Professor of World Politics of Peace and War at Princeton University and the author of The China Challenge: Shaping the Choices of a Rising Power (Norton, 2015), from which this article is adapted.*

Reassessing the U.S. Rebalance to Northeast Asia

Rozman, Gilbert. *Orbis*. Summer 2015, pp. 348-360.

After assessing the “pivot” to Asia, the author contends that now is the time to split the rebalance of Asia in two—Northeast and Southeast Asia. “Northeast Asia poses the more complicated challenge. The Northern Triangle of China, Russia and North Korea (despite appearances) is drawing together, but the U.S.-Japan-ROK Alliance is at an impasse.” *Gilbert Rozman is the Emeritus Musgrave Professor of Sociology at Princeton University.*

Cyberterrorists: The Identification and Classification of Non-State Actors Who Engage in Cyber-Hostilities

Goode, Andrea C. *Military Law Review*, pp.157-197.

“New technologies have created opportunities for civilians to participate in hostilities at a time when the line between civilians and combatants is increasingly blurred. The civilianization of armed conflict is further accentuated by the growing rise and potential of stateless groups-such as the Islamic State of Iraq and the Levant, or ISIL-to engage in both inter- and intra-state armed conflict with little regard for geographical borders.” *Major Andrea C. Goode, Staff Judge Advocate, U.S. Marine Corps Forces, Europe and Africa.*

The Impact of China on Cybersecurity: Fiction and Friction

Lindsay, Jon R. *International Security*. Winter 2014/2015, pp.7-47.

“The ubiquity and interconnectedness of computers in global commerce, civil society, and military affairs create crosscutting challenges for policy and conceptual confusion for theory. The challenges and confusion in cybersecurity are particularly acute in the case of China, which has one of the world’s fastest growing internet economies and one of its most active cyber operations programs.” *Jon R. Lindsay is an assistant research scientist at the University of California Institute on Global Conflict and Cooperation and an assistant adjunct professor at the University of California, San Diego School of International Relations and Pacific Studies.*

Drugs, Gangs, Transnational Organized Crime and “Malgoverened Spaces” in the Americas

Ellis, Evan. *Air & Space Power Journal*. Spring 2015, pp. 3-11.

“This article advances the concept of “malgoverned spaces” to examine those interdependent and reinforcing dynamics as a system, using Mexico and the “northern triangle” countries of Central America as illustrative cases. The work is principally based on the author’s experience over five years in applying system analysis techniques in conducting exercises with security officials in Mexico and Central America.” *Dr. Evan Ellis is a research professor of Latin American Studies at the U.S. Army War College Strategic Studies Institute.*

U.S. DOMESTIC POLICIES AND TRENDS

REPORTS

[Fact Sheet: Administration Announces New “Smart Cities” Initiative to Help Communities Tackle Local Challenges and Improve City Services](#)

Office of the Press Secretary, The White House. September 14, 2015.

“Today, the Administration is announcing a new “Smart Cities” Initiative that will invest over \$160 million in federal research and leverage more than 25 new technology collaborations to help local communities tackle key challenges such as reducing traffic congestion, fighting crime, fostering economic growth, managing the effects of a changing climate, and improving the delivery of city services.”

[Opportunities for Infrastructure Reform: Improving America’s Procurement System](#)

Robert Puentes; Patrick Sabol. Metropolitan Policy Program. The Brookings Institution. September 2015 [PDF format, 10 pages]

“Despite the daunting challenge of reforming America’s infrastructure procurement systems, there is a growing body of best practices emerging from leaders in local, state, and even the federal government.” *Robert Puentes is a senior fellow with the Brookings Institution’s Metropolitan Policy Program where he also directs the program’s Metropolitan Infrastructure Initiative. Patrick Sabol is a Senior Policy/Research Assistant at Brookings’ Metropolitan Policy Program.*

[8 facts about American workers](#)

Sara Kehaulani Goo. Pew Research Center. September 3, 2015.

“Although the U.S. economy is recovering and appears to be on stable ground compared with other parts of the world, there’s still a lot of debate over how to best secure the future for American workers. Some Democrats have pushed for raising the federal minimum wage, and the Obama administration has proposed new overtime rules that would make millions of Americans eligible for extra pay.” *Sara Kehaulani Goo is a senior digital editor at Pew Research Center.*

[Vulnerable Youth: Employment and Job Training Programs](#)

Adrienne L. Fernandes-Alcantara. Congressional Research Service, Library of Congress. September 16, 2015 [PDF format, 51 pages]

“While the United States has experienced a dramatic increase in secondary school attendance in the past several decades, approximately 7% of youth ages 18 to 24 have not attained a high school diploma or its equivalent. This report provides an overview of federal employment

programs for vulnerable young people.” *Adrienne L. Fernandes-Alcantara is a Specialist in Social Policy at the CRS.*

Unemployment Among Young Adults

The Brookings Institution. July 2015 [PDF format, 38 pages]

“This project undertook to better understand labor market demand for young adults, an age cohort roughly defined as those between the ages of 18 and 29 entering the labor market seeking full-time, permanent employment and having educational attainment below the level of the bachelor’s degree. A quantitative and qualitative inquiry focused on the metropolitan areas of Chicago, Ill. and Louisville, Ky.”

Pillars of prosperity: Leveraging regional assets to grow Minnesota's economy

Amy Liu; Richard Shearer. Metropolitan Policy Program, The Brookings Institution. September 15, 2015 [PDF format, 36 pages]

“This report explores how the state of Minnesota—the governor’s administration together with the Minnesota Legislature—can partner with regional networks to foster economic growth and extend prosperity to greater numbers of Minnesotans.” *Amy Liu is a senior fellow, and co-director of the Brookings Metropolitan Policy Program. Richard Shearer is a senior research analyst and senior project manager at the Metropolitan Policy Program.*

The Regional Environment in Indianapolis: Insights from High-Growth Companies

Yasuyuki Motoyama; Sameeksha Desai. Ewing Marion Kauffman Foundation. September 2015 [PDF format, 28 pages]

“As with other “typical” cities in the Midwest, Indianapolis often is overlooked in academic studies, but has much to offer the research, practice, and policy communities interested in entrepreneurship and its benefits. Our study supports the idea that Indianapolis—specifically, the greater Indianapolis/Carmel metropolitan area—represents an attractive place for business in its unique way.” *Yasuyuki Motoyama is a director in Research and Policy at the Ewing Marion Kauffman Foundation. Sameeksha Desai is an Assistant Professor at the School of Public and Environmental Affairs, Indiana University.*

Modern Immigration Wave Brings 59 Million to U.S., Driving Population Growth and Change Through 2065

Pew Research Center Hispanic Trends. September 28, 2015.

“Fifty years after passage of the landmark law that rewrote U.S. immigration policy, nearly 59 million immigrants have arrived in the United States, pushing the country’s foreign-born share to a near record 14%. For the past half-century, these modern-era immigrants and their descendants have accounted for just over half the nation’s population growth and have reshaped its racial and ethnic composition.”

Community Oriented Nonprofits and Neighborhood Poverty

Hayes, Christopher R. et al. Urban Institute. September 14, 2015 [HTML format, 32 pages]

“The study examines the spatial pattern of community-oriented nonprofit organizations in the 100 largest metropolitan areas. It finds that: (1) the densities of these nonprofits typically increase with neighborhood poverty rates; (2) they are much more prevalent in metros in the northeast, mid-west and along the pacific coast, than in the sunbelt; and (3) their numbers have been growing rapidly everywhere, particularly so in places where their densities were lower in the past.” *Chris Hayes is a Research Associate in the Metropolitan Housing and Communities Policy Center at the Urban Institute.*

Transatlantic Cities Forum Philadelphia: Creative Strategies and Recommendations for the Reuse of Industrial Infrastructure

German Marshall Fund of the United States. September 29, 2015 [PDF format, 29 pages]

“This workshop was hosted by the German Marshall Fund of the U.S. in collaboration with the Lindy Institute for Urban Innovation at Drexel University and with the support of the William Penn Foundation. Through a series of visioning exercises, this workshop promoted the exchange of knowledge and expertise on the adaptive reuse of the city’s industrial space.”

Flow of Business: A Typical Day on the Senate Floor

Davis, Christopher M. Congressional Research Service, Library of Congress. September 16, 2015. [PDF format, 6 pages]

“This report discusses procedures that usually occur every session day and notes certain business items that occur less frequently.” *Christopher M. Davis is an Analyst on Congress and the Legislative Process at the CRS.*

ARTICLES

A Delegate Matter: Explaining the Iowa caucuses to the world

Zach C. Cohen. *The National Journal*. October 2, 2015.

“I am two weeks into Iowa State University Professor Steffen Schmidt’s massive open online course on the Iowa caucuses, a four-week, self-paced exploration of the first-in-the-nation state’s big political claim to fame. I’ve reached out to talk to him, but not about the home-work.” *Zach C. Cohen is a web producer for National Journal Hotline.*

The Most Important Mayoral Races of 2015

Alan Greenblatt. *Governing*. October 1, 2015.

“Most incumbents are safe bets for re-election, but races remain unpredictable in several big cities. In a time when recent state and congressional elections have gone mostly to Republicans, the one office that Democrats have dominated in recent years is that of big city mayor.” *Alan Greenblatt is a staff writer at Governing magazine.*

[Why Candidates With No Experience Are Winning Over Voters](#)

Alan Greenblatt. *Governing*. September 25, 2015.

“The truck driver who won the Democratic bid for Mississippi governor -- without spending a cent -- is the latest in a string of nominees for statewide office who lack any political experience.”

City Century: Why Municipalities Are the Key to Fighting Climate Change

Michael Bloomberg. *Foreign Affairs*. September/October 2015, pp.116-125.

“The new urban age will see more steps taken to reduce poverty, improve health, raise living standards, and promote peace. But with it also come serious challenges that cities must begin to confront, including climate change... Cities account for at least 70 percent of total worldwide greenhouse gas emissions.” *Michael Bloomberg is Founder and CEO of Bloomberg LP. From 2002 to 2013, he was Mayor of New York City.*

[The Unlikely Cities that Will Power the U.S. Economy](#)

Christopher Cannon, et. al. *Bloomberg Business*. September 3, 2015.

“Huntsville (Alabama) is one of a growing number of smaller U.S. cities, far from Silicon Valley, that are seeking to replace dwindling factory jobs by reinventing themselves as tech centers. Across the Midwest, Northeast, and South, mayors and governors are competing to attract tech companies and workers.” *Christopher Cannon is the senior designer for Bloomberg Graphics.*

[An innovation district grows in Chattanooga](#)

Bruce Katz. *The Avenue blog*. September 29, 2015.

“A recent visit to Chattanooga, Tenn. convinces me that U.S. cities—particularly small and medium-sized ones—can take multiple paths to unleashing their distinct innovative economies.” *Bruce Katz is vice president and founding director of the Metropolitan Policy Program, The Brookings Institution.*

As Wealth Inequality Soars, One City Shows the Way

Leah Goodman McGrath. *Newsweek*. October 2, 2015.

“Ogden (Utah) has become an unlikely beacon of egalitarianism. The city, together with its neighboring communities, has the narrowest wealth gap among America’s largest metropolitan statistical areas, according to the U.S. Census Bureau’s five-year American Community Survey.

But just over a decade ago, the future here looked bleak.” *Leah Goodman McGrath is a freelance journalist.*

How Boston Gives Youth Control Over Part of the City Budget

Neal Peirce. *CityLab*. September 25, 2015

“In a pioneering experiment in “participatory budgeting,” city residents aged 12 to 25 are invited to come up with ideas for where to spend capital dollars and to vote on those ideas. The second round of \$1 million to be spent this way has just been completed. The process is called “[Youth Lead the Change](#).” *Neal Peirce is the founder and editor-in-chief of Citiscope.*

One Major Missing Link to Solving Youth Unemployment: Corporations

Laura Bliss. *CityLab*. July 16, 2015.

“Starbucks has had its share of social-justice PR fails this year. But when it comes to hiring disenfranchised Americans, the coffee giant does put its money where its mouth is. CEO Howard Schultz announced Monday that Starbucks would be leading the [100,000 Opportunities Initiative](#), a move by some of the nation’s largest corporations to hire 100,000 Americans, age 16-24, who are not currently employed or in school.” *Laura Bliss is a staff writer at CityLab.*

A High School Where College Is Not the Goal

Gillian B. White. *The Atlantic*. September 24, 2015.

“Randolph is one of this city’s Career and Technical Education High Schools, where all students participate in vocational programs... In Philadelphia, demand for programs like the one at Randolph is outstripping the school district’s ability to accommodate students.” *Gillian B. White is a senior associate editor at The Atlantic.*

Information Provided by the Research Unit

<http://madrid.usembassy.gov/ru.html>

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